

MRC mission research corporation

PUBLIC SAFETY SUPPORT OF THE
CRISIS RELOCATION STRATEGY

FINAL REPORT

VOLUME II -- GUIDE FOR PREPARATION OF PUBLIC
SAFETY CRISIS RELOCATION PLANS

MRC Report #7442-6-476

Prepare for:

The Defense Civil Preparedness Agency
Washington, D.C., 20301
DCPA Contract Number DCPA 01-74-C-0281
Work Unit 2531E

Prepared by:

Mission Research Corporation
P.O. Drawer 719
Santa Barbara, CA 93120

DCPA REVIEW NOTICE

This report has been reviewed in the Defense Civil Preparedness Agency and approved for publication. Approval does not signify that the contents necessarily reflect the views and policies of the Defense Civil Preparedness Agency.

April 1976

Approved for Public Release; Distribution Unlimited

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I. INTRODUCTION

The following material presents guidelines for the preparation of Public Safety Crisis Relocation Plans. These guidelines have been prepared for utilization by public safety agencies (fire protection, law enforcement, and rescue-medical services) throughout the United States in the preparation of Crisis Relocation Plans.

The organization of these guidelines follows the anticipated chronological events required to plan, organize and prepare Crisis Relocation Plans for a typical city. The remainder of this guide is organized in the following sections:

- II -- Project Planning
- III -- Basic Relocation Assumption
- IV -- Organization Identification
- V -- Data Collection
- VI -- Identification of Functions
- VII -- Identification of Procedures
- VIII -- Identification of Resources
- IX -- Identifying the Management Organization
- X -- Testing the Plan

II. PROJECT PLANNING

This section discusses the planning activities that will be required to establish and coordinate the group of public safety personnel who will be responsible for preparing the public safety portions of a Crisis Relocation Plan for their city. These guidelines are general in nature so that they may be of use to planning personnel in public safety agencies throughout the United States. Project planning for the preparation of crisis relocation plans is primarily concerned with assigning, scheduling, and coordinating the personnel who will prepare the plan.

Work Plan -- Initially, a small management group should be assigned to prepare a work plan. This group should consist of one representative from each public safety agency involved in preparing the plan. In most instances this will include representatives from: The County Sheriff's Office, the County Fire Department, and the City Police and Fire Departments. In addition, the local Civil Preparedness Agency Director should be included in the planning efforts to clarify DCPA intent, and provide project guidance.

The objectives of the work plan should be to define the activities, schedules, and personnel required to prepare the Crisis Relocation Plan. The work plan should include:

- A description of specific activities to be accomplished and their interrelationships.
- A detailed schedule showing activity completion dates, meeting dates, etc.
- A description of the techniques to be used to coordinate the project, both internally (within each public safety agency), and externally (with other City departments, other cities and other crisis relocation organizations).

- A system to update the work plan during the ongoing project.
- Specific personnel assignments.

Project Activities -- The preparation of the Crisis Relocation Plan will involve a number of project activities. These activities (or tasks) are the subject of the guidelines presented here. Each task is addressed as a separate section. The description of these tasks, and their interrelationships are the subject of each respective section. The sections are presented in the order in which they are expected to be completed during the development of the Crisis Relocation Plan.

Schedule -- A variety of methods may be utilized to schedule a project such as the preparation of crisis relocation plans. Any method of scheduling that is familiar to, and accepted by, the agencies involved in preparing the plan will serve best. Scheduling techniques such as PERT* are likely unnecessarily complex, and a simple bar type chart, or an activity related time schedule will satisfy the scheduling needs. For purposes of illustration, a typical schedule has been prepared and is presented in Figure 2-1. This schedule identifies each of the nine major project tasks (II through X) as well as project milestones, meetings, review periods, and coordination requirements. The actual dates for completion of project tasks will depend upon the project start date. If more than the indicated 10 month period is anticipated by the management planning team, the time scale may be revised as necessary.

Coordination Techniques -- The techniques to be used to coordinate the relocation planning efforts will consist primarily of established internal and external department coordination procedures. Additional coordination will be provided to the public safety agencies from the overall crisis relocation planning organization (i.e., City or County governments and the local Civil Preparedness Agency).

*Program Evaluation and Review Technique

First Publication	Date: 6/1/75
Revision Number	Date

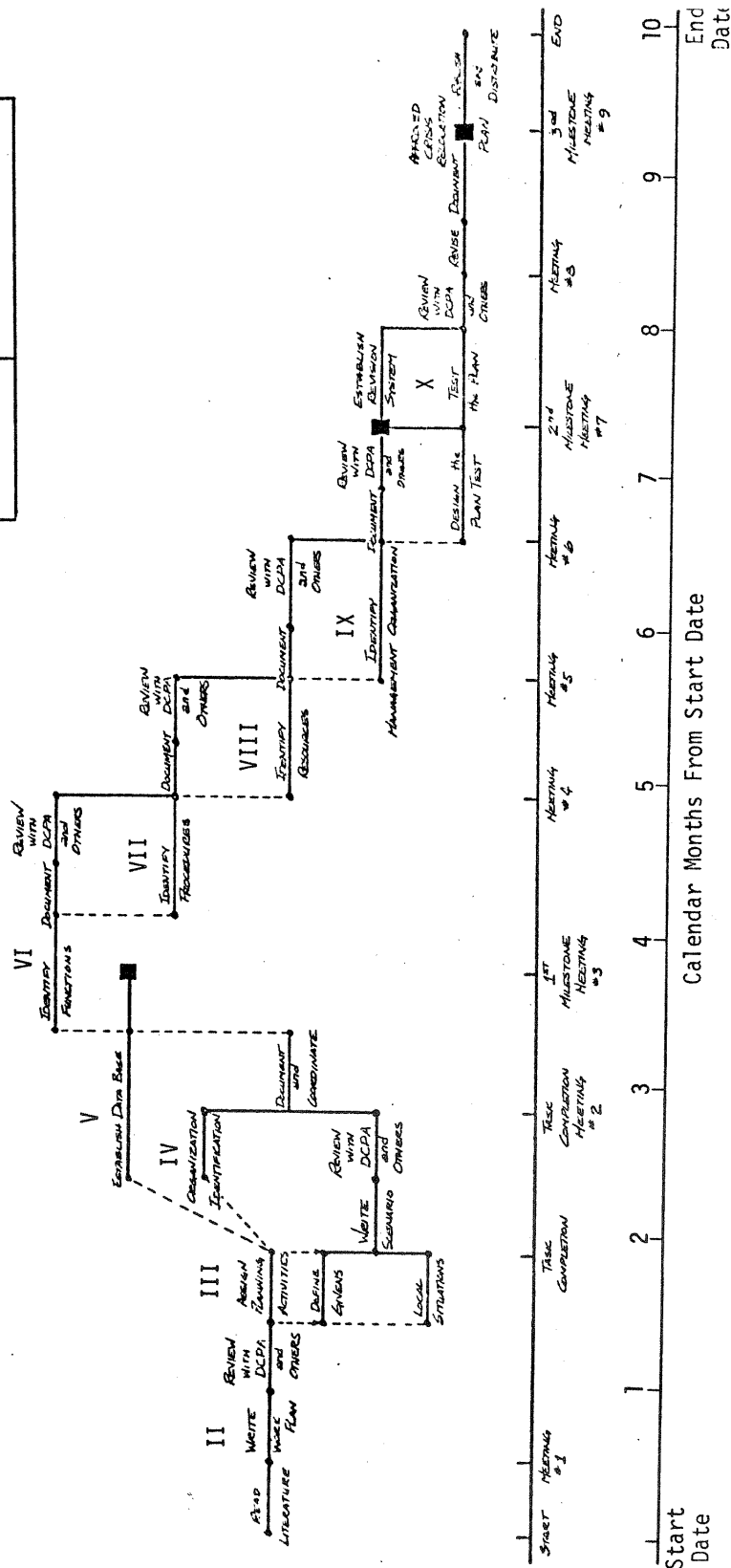


Figure 2-1. Schedule.

Updating the Work Plan -- During the process of preparing the Crisis Relocation Plan, many events may serve to alter the project guidance or direction established by the initial planning and schedule. All schedules should be marked with the publication date, and space set aside for expected revisions. In this way, outdated schedules may easily be identified and discarded.

Personnel Assignments -- The completed work plan should be reviewed with personnel assigned to the crisis relocation organization to ensure consistency and coordination of the relocation planning activities. When this review is complete, planning activities may be assigned to each project task.

III. BASIC RELOCATION ASSUMPTIONS

The relocation of the populations of metropolitan areas throughout the United States will be based upon a specific set of circumstances that can only be determined at the time of an actual crisis. There are, however, certain basic assumptions that may be made now to help in the preparation of relocation plans. The probable circumstances at the time of a relocation have been determined through careful planning at the Federal level, and have been sub-divided into four major categories: the situation and events leading to a crisis relocation; assumptions concerning a specific relocation operation; the anticipated conditions if an attack occurs on the Risk Area; and the return of citizens to the Risk Area if no attack occurs. The assumptions for each of these separate conditions are described in the following lists:

CRISIS SITUATION

1. A nuclear attack on the United States would most likely be preceded by a period of international tension and crisis. Sufficient time would be available for protective actions to be taken, including the temporary relocation of residents of possible target areas to areas of lower risk.
2. The adversary capable of initiating a nuclear attack has well-established plans to evacuate the residents of its major cities, should an intense crisis occur. These plans anticipate relocation of the urban population over a 3-day period. Other conditions under which this plan may be applicable include: a hostile ultimatum by any nuclear power; a major conventional war; nuclear threat by a clandestine group; or threat of localized disaster.

3. By agreement between your State and the U.S. Defense Civil Preparedness Agency, the urbanized area of your city has been designated a Risk Area for which population relocation should be planned.
4. In addition to your city, surrounding major metropolitan areas are also scheduled for relocation under similar circumstances.
5. The State Crisis Relocation Plan has established lower-risk areas to which each of the cities are to be evacuated.
6. Host Areas are preparing plans for the reception and care of relocated residents of your city. The State Crisis Relocation Plan is providing for the redirection of supply channels for food, fuel, and other essential consumer goods to the Host Areas.
7. Certain vital facilities and activities must be continued in the evacuated Risk Area either to preserve the integrity of the nearly vacant city or to assist in the provision of essential goods and services to the relocated population and their hosts.

RELOCATION ASSUMPTIONS

1. Relocation of the population of the Risk Area will occur only at the direction of the Governor of the State, generally at the request of the President of the United States.
2. All of the Risk Area population will relocate to designated Host Counties.

3. After relocation is accomplished, there will be no requirement for goods or services anywhere in the Risk Area during the relocation period except as necessary for the preservation of property and the support of essential activities.
4. Relocation will be accomplished primarily in family groups using private vehicles over a period not to exceed three days.
5. Residents not having an automobile available to them must be provided with other transportation to their Host Area destinations.
6. Some portion of the Risk Area population, estimated at between 10 and 20 percent, can be expected to leave the area in advance of a directed crisis relocation. These spontaneous relocations are expected to consist mainly of families whose members do not have public or emergency responsibilities and who have a vacation home or other private destination. The location, identification, and destination of this group will not be known.
7. The minimum duration of the relocation period will be seven days, while the maximum duration of the relocation period is uncertain, but could last several weeks.
8. Under certain circumstances, such as a protracted relocation period, the State or Federal Government may require the resumption of certain critical production and service activities in the Risk Area without a general return of the population.
9. The U.S. Postal Service will cease delivery of the mails within the Risk Area for the duration of the relocation period.

10. The State will advise local authorities of the possibility that a crisis relocation will be ordered at least six hours prior to the actual order from the Governor. Final preparations for relocation (short of releasing instructions to the public) may be undertaken at that time.
11. The full cooperation of the citizens, and public and private organizations, can be expected during a crisis relocation operation.

ATTACK CONDITIONS

1. Major metropolitan centers throughout the United States have relocated their populations to selected Host Areas under the assumption presented above (i.e., CRISIS SITUATION and RELOCATION ASSUMPTIONS).
2. A short warning period will allow relocated citizens in the Host Area to enter shelters before the actual attack on the Risk Area.
3. Citizens may be required to stay inside shelters for an extended period of time due to the possibility of radioactive fallout. DCPA officials, with the assistance of public safety personnel, will monitor fallout conditions and announce when it is safe for citizens to leave their shelters.
4. When the radiation reaches a safe level, search and rescue parties will be formed to assess damage to the Host Areas, and attempt to rescue survivors. These search and rescue parties will not expose themselves to unsafe radiation levels. That is, they will travel toward the Risk Area until the radiation

approaches the hazardous level, and assist survivors who have managed to reach this point.

5. The Risk Area will not be habitable for years, and relocated citizens will be required to re-establish their homes in other areas of the United States.
6. Resettlement will be accomplished by organized movement of the relocated citizens. DCPA officials will provide information on available areas for resettlement.

RETURN CONDITION

1. Major metropolitan centers throughout the United States have relocated their populations to selected Host Areas under the assumptions presented above (i.e., CRISIS SITUATION and RELOCATION ASSUMPTIONS).
2. The International crisis situation has eased, and no attack has occurred. Relocated citizens will be returned to the Risk Area through an organized and controlled process.
3. Critical industry and service workers who have been commuting, will remain in the Risk Area.
4. Return will be accomplished primarily by private automobile, as during relocation.
5. Return routes will be pre-designated, and will be maintained throughout the return to the Risk Area.

These descriptions of the assumptions and conditions that may be experienced during a crisis relocation situation provide the basic information

for planners to begin their work. Each of these factors must be considered in terms of the corresponding potential effect on local relocation operations so as to develop a set of realistic guidelines for crisis relocation planning in the local environment.

The completed list of local planning guidelines or assumptions should be used by the Project Team to prepare a set of three "most likely" scenarios. The three scenarios should separately describe the conditions of:

- Relocation
- Attack
- Return

Typical scenarios have been prepared as examples of each of the above situations. These scenarios describe the conditions in two mythical cities; one, a Risk Area (FAIRVIEW) and one, an associated Host Area (TWISEL). Scenarios such as these should be prepared by local Crisis Relocation planners, describing in as much detail as possible the actual and anticipated conditions in their city.

General Crisis Relocation Scenario for Relocation Condition

BACKGROUND

A decision has been made to relocate the population of the City of Fairview because of increasing international tension. The City is prepared for this operation because pre-planning has been accomplished by all of the involved public and private agencies. The plans specify the functions and responsibilities of the various organizations and individuals who are responsible for the relocation and subsequent return of the citizens to their homes, or in the event of actual attack, the possible resettlement of citizens in other areas.

The relocation operations will attempt to relocate most of the population of Fairview, however, the City will not be searched for individuals who did not leave. If such individuals come to the attention of the authorities, they will be transported to the Host Area. Thus, critical workers are the only people expected to be in the Risk Area after the movement of citizens to the Host Areas.

The Fairview plan calls for the relocation of approximately 80 percent of the population of the Risk Area. It is expected that a certain portion of the relocation will be spontaneous -- that is, relocation by individuals upon their own initiative to their own private destinations, such as the home of a relative or friend or to a mountain cabin. The relocation plan calls for the movement to take place over a 3-day period with an expected stay in the Host Area of approximately 2 weeks.

The critical industries and services within the Fairview Risk Area will be maintained throughout the relocation period. To accomplish this, critical workers will commute from pre-designated Host Areas to their

jobs. In Fairview, critical workers constitute approximately 25 percent of the total work force.*

The Fairview Risk Area and the surrounding Host Area involve different political jurisdictions so the activities of the corresponding public safety agencies must be coordinated throughout the relocation period.

For the duration of the relocation, agency personnel and citizens remaining in the Risk Area are subject to the jurisdiction of the Risk Area government -- while Risk Area agency personnel and citizens assigned to the Host Area come under the jurisdiction of the Host Area government. The overall coordination of the relocation operation will be accomplished by the Regional Civil Preparedness Director.

Even though an actual attack has not yet occurred, the National Guard will not be available to assist because it has been called to active military duty.

An adequate level of fire and police protection will be maintained in both the Risk and Host Areas throughout the period of relocation.

MOVEMENT

The citizens within the Fairview Risk Area will be relocated to Host Areas in the vicinity of Fairview. These Host jurisdictions will have a permanent population of no more than 20,000 and will be located approximately 50 to 100 miles from the center of Fairview.

The Host areas will accept relocated citizens on a 2-to-1 ratio, that is, a given area will accept two new individuals for each permanent resident.

*The numbers are not inconsistent since it is anticipated that 4 classes of individuals will remain in the Risk Area: Critical workers, certain incarcerated criminals, certain hospitalized persons, and individuals who simply will not leave.

The relocation will be accomplished primarily by private automobile, each carrying approximately 4 persons. If a particular automobile does not have a full complement, authorities along the route will attempt to add individuals as possible. However, drivers will not be forced to take additional passengers.

Relocation routes out of the Fairview area will be pre-designated. Routes will be equipped with traffic direction and control displays and will provide a number of on-route assembly points for individuals needing transportation.

In addition, plans will be made for enroute fueling and minor automobile servicing throughout the relocation period. This will be accomplished by increasing the delivery rate for fuel and supplies to pre-designated service stations along the route. Repair parts and service items will be restricted to those normally stocked by service stations.

Relocation by private automobile will be supplemented by mass transportation vehicles to the extent that such vehicles are available.

Pre-relocation plans will designate the specific location, capacity and access routes for each Host Area. Routes to be utilized will be 2-way paved roads which will remain open in both directions.

Individuals will be given specific routes for their travel to Host Areas. Upon arrival they will check in at a reception center. If there is available space the reception center will provide specific housing assignments. If the area is full, they will continue along the pre-designated route to the next Host Area. Travel will continue until available Host Area housing is found.

Risk Area citizens with specific personal destination will be allowed to go to such locations.

Citizens relocating will be permitted to take some possessions with them such as clothing, food, small valuables and recreational items. Individuals will be asked to not take firearms or other weapons, alcoholic beverages* or general narcotics (not associated with a prescription). However, personal searches will not be usual. If such contraband items come to the attention of the authorities, citizens may be searched, and, under appropriate circumstances, contraband confiscated.

Household pets must not be released in the Risk Area or in the Host Area. Neither food nor water will be specifically provided for pets in the Host Area, since first priority will be for the safety and well-being of citizens.

CRITICAL WORKERS

Critical workers, needed to keep essential industries and services in operation throughout the relocation period, will be identified as part of crisis relocation pre-planning. Workers will be designated by their employers and will be given a suitable identification card. In addition, lists of critical workers (names, home addresses and phone numbers, etc.) will be maintained by employers and, upon a decision to relocate, given to the appropriate authorities.

Critical workers will be given special Host Area housing close to their Risk Area jobs (within 50 miles). They will thus be able to commute daily to their jobs. Essential industries and services will be operated in 12-hours shifts so as to require only 2 commuting cycles per day. Commuting will be by mass transit (e.g., buses, trains, etc.) rather than private automobiles.

*Alcoholic beverages for personal use will be permitted -- excessive amounts will be confiscated.

INFORMATION DISSEMINATION

All citizen of Fairview will be notified that a relocation is planned. Notification media will include radio, television, and newspapers. Specific relocation information will be provided directly to citizens in written form. Instructions or route designations will be supplemented via radio and TV.

Such information will be distributed to citizens in two ways:

- a. Movement information, including specific instructions and route designations will be printed in the newspapers.
- b. Movement information will also be distributed door-to-door by relocation operation workers.

The detailed relocation instructions will be organized according to telephone number prefixes. That is, all of the citizens within a given area served by a specific telephone central office will have a unique route designation. The instructions will not specify a particular Host Area to which they must go, but rather the route that they must follow until they find a Host Area which as facilities available for them. Members of organizations may relocate, as a group, to pre-designated Host Areas.

The relocation instructions will state that citizens use their automobiles (in good working order) for transportation to a Host Area. Citizens will also be encouraged to invite neighbors and friends to go with them so that every vehicle carries the maximum number of passengers.

The relocation instructions will specify what items are to be taken to the Host Area and, very specifically, what items are not permitted.

Individuals who do not have their own private means of transportation will be instructed to attempt to obtain a ride with a neighbor or friend. Specific instructions on how to use public transportation for relocation will also be provided, i.e., assembly locations and departure times.

HOST AREA HOUSING

Host Area residents will be encouraged to accept Risk Area citizens in their homes, but will not be forced to do so. Individuals not invited into private homes will be housed in public facilities such as schools, churches, motels, bowling alleys, etc. Some individuals will arrive with their own housing in that they may have campers or trailers.

Host Area residents and "guests" will need fallout shelters. Relocated personnel will immediately help upgrade existing shelters and construct expedient fallout shelters where necessary.

RETURN TO RISK AREA

Relocated personnel (not designated as critical workers) will not be allowed to return to the Risk Area under any circumstances prior to the return decision.

When the officials have declared that it is safe to return to the Risk Area, they will implement plans which have already been prepared for this purpose. At this time detailed return instructions will be provided to the relocated personnel in each Host Area. These instructions will specify departure time, route, and other information required to return them to their homes.

General Crisis Relocation Scenario For Attack Condition

BACKGROUND

Major metropolitan centers throughout the United States have relocated their populations to selected Host Areas in accordance with current Crisis Relocation Plans.* A situation of increasing international tension has kept citizens in this relocated status for a period of two weeks when an all-out attack occurs on the Risk Area.

The City of Twisel hosted residents from the City of Fairview for two weeks when Fairview received a direct hit. The City of Twisel had an approximate 20 minute warning that such an attack was about to occur. This gave citizens time to enter shelters and provide themselves adequate protection from expected radiation. It is expected that there will be very few survivors within the City of Fairview, and that radiation levels throughout the area (including Twisel) will not permit search and rescue teams to remain outside shelters.

Relocated citizens of Fairview are housed in Twisel within homes of local residents, in congregate care facilities and in some improvised temporary shelters. During the two-week waiting period, citizens have been busy providing additional protection to existing housing. Institutions such as hospitals and jails have been upgraded to provide adequate protection at least on the ground floor or at existing basement levels. The City of Twisel is prepared for these conditions because pre-planning has been accomplished by all involved agencies, organizations and individuals. All relocation functions such as public safety, food supply, shelter, social welfare, etc., have maintained activities at an acceptable level during the two-week period prior to the attack.

*See relocation phase scenario, Section 5.3.1.

Conditions, now that attack has occurred, will require all persons to remain inside shelters until the radiation count drops to a safe level. Civil Preparedness personnel will monitor the radiation level conditions within Twisel, and will announce when the radiation count has dropped to the point where it is safe to allow persons to leave their shelters. During this indefinite period (which may last up to 2 weeks) citizens will be required to stay in shelters and survive on pre-stored food supplies.

It is anticipated that some individuals will insist upon leaving shelters, or even returned to the Risk Area. In as far as possible, individuals will be restrained from leaving shelters.

When the radiation count reaches a safe level within Twisel, search and rescue parties will be organized and will attempt to rescue survivors from the Risk Area. These search and rescue parties will not expose themselves to unsafe radiation levels. That is, they will travel toward the Risk Area until the radiation approaches the hazardous level, and assist survivors who have managed to reach this point.

An assessment of the damage to the City of Twisel will be made as soon as radiation levels permit. The initial efforts will be to establish communication links and channels within Twisel to keep sheltered citizens informed. Efforts will also be made to establish communications links to Civil Preparedness regions for information on the National conditions. Local television, radio, and newspaper entities will attempt to resume operations as soon as feasible. Coordination within Twisel and with other Host cities will be accomplished through local and regional Civil Preparedness Directors.

During this period, and the possible ensuing movement of citizens to more permanent or desirable locations, public safety agencies in Twisel will remain under the jurisdiction of the Host Area governments. Military resources will not be available in any form.

During all periods (preceding and after attack), an adequate level of law enforcement, fire and rescue-medical services will be maintained throughout the Host Area.

RESETTLEMENT*

The relocated citizens of Fairview will not be able to return to their city. These citizens are faced with a decision as to how to re-establish their lives and a new location for homes, employment, etc., must be selected. Information will be provided by Federal agencies through local and regional Civil Preparedness director regarding available locations for resettlement. This information will include safe travel routes, estimates of food and fuel supplies, as well as employment recommendations for each area. It is anticipated that each Host Area will be able to provide Risk Area citizens with a choice of several safe locations within which they may resettle. These choices may include staying in the assigned Host Area. Citizens will not be assigned a specific area in which to resettle, and overpopulation of any new area will be the responsibility of the city involved.

It is anticipated that a number of citizens will attempt to return to the Fairview area in spite of continued warnings by local and federal officials. Within reason, routes to Fairview will be blocked and citizens will not be allowed to return.

Resettlement will be accomplished by organized movement. That is, all individuals will not be free to leave at the same time. Scheduled departures will provide adequate time for citizens to reclaim their valuables, and retrieve their automobiles from protected areas. Adequate fuel will be available to allow citizens wishing to leave Twisel to reach other re-fueling stops as well as provide for necessary local government operation. Public transportation will be available for resettlement of people who do not have transportation.

*Resettlement: 1) within Host Area; 2) supervised movement to an area offering validated hosting facilities and employment.

INFORMATION DISSEMINATION

Information distribution systems after attack may be damaged, and it may be possible that they cannot be repaired until the radiation level drops, and workers may begin to re-build the corresponding facilities. Some material will be pre-printed and distributed to citizens to inform them of conditions and what to do. As soon as information systems can be re-established, information will be distributed through televisions, radio and newspaper systems. Specific instructions will be provided to citizens in written form and supplemented by radio and television broadcasts. Specific printed information or instructions will be distributed to citizens in two ways:

- a. Resettlement information including times, and route designations will be printed and distributed by available local newspaper where one is in operation.
- b. Resettlement information will also be distributed door-to-door by available workers.

Detailed resettlement movement information will be organized according to the location within which each citizen wishes to settle. As citizens leave Twisel, others in less adequate shelters should move to more suitable locations.

Information centers will be established to allow citizens to report or learn of conditions such as:

- National conditions
- More suitable shelter locations
- Medical aid
- Food supplies
- Suggested resettlement areas
- Survivor information
- Etc.

A judicial review board will be established to review the status of prisoners in the Host Area. It is anticipated that a number of prisoners will be released due to the national emergency condition. Some prisoners may be relocated to more adequate facilities within other Host Areas depending upon conditions in Twisel.

Public safety personnel and families will remain in Twisel until the major resettlement has occurred. At this time, individual officers may wish to resettle and will receive permission from the appropriate jurisdiction chief officer.

General Crisis Relocation Scenario for Return Movement

BACKGROUND

Major metropolitan centers throughout the United States have relocated their populations to selected Host Areas in accordance with current Crisis Relocation Plans.* A situation of increasing international tension has kept citizens in this relocated status for a period of two weeks. Within the past few days, the international situation has eased, and official notification has just been distributed allowing citizens to return to their homes.

The City of Twisel has for the past two weeks hosted residents from the City of Fairview, housing them in the homes of local residents, congregate care facilities, and some improvised temporary shelters. The City of Twisel is prepared for all facets of hosting Risk Area citizens because pre-planning has been accomplished by all involved agencies, organizations and individuals. All relocation functions such as public safety, food supply, shelter, social welfare, etc., have maintained activities at an adequate level during the two-week relocation period.

The return to Fairview will be organized and controlled to ensure that all required services are available to returning citizens, both during the return trip and upon arrival in Fairview. The City of Twisel is prepared for this return operation due to pre-planning, including recent up-dating of plans to meet present local needs and conditions. The up-dated plans specify the functions and responsibilities of the various organizations and individuals who are responsible for the return of citizens to their Fairview homes.

The return plan calls for the orderly return of citizens to the Fairview area. However, it is expected that many citizens will attempt to return

*See relocation phase scenario, Section 5.3.1.

to Fairview at unpredicted times during the relocation period, and that once the international situation settles citizens will be even more inclined to attempt the return trip. To maintain an orderly return movement, plans have been prepared for an expected 3-day return period, similar to the initial relocation movement period.

Critical industry and service workers that have been commuting will be among the initial groups of citizens to return, with their families, to the City of Fairview. The families of public safety agency employees will be among the last to return to Fairview. Other Federal, state and local government employees and other necessary workers (such as food distribution) will be returned to Fairview based upon the demand for their particular service. Other citizens will return within designated groups, and at specific times to be determined by conditions and needs within the Host Area, at the time the return is to be announced.

During the return operation, public safety agencies will remain under the jurisdiction of the agency within whose geographical boundary they are working. For example, agency personnel and citizens remaining in the Host Area are subject to the jurisdiction of the Host Area government -- while Fairview public safety agency personnel and citizens returning to the City of Fairview, will once again resume normal jurisdiction upon their arrival in Fairview. The overall coordination of the relocation operation will continue to be accomplished by the Regional Civil Preparedness Director.

Even though an actual attack has not occurred, the National Guard and other military organizations will not be available to assist because of a continued alert status.

During the entire return period, an adequate level of law enforcement, fire and rescue-medical services will be maintained throughout the relocation areas.

RETURN

The relocated citizens of Fairview, presently sheltered in Twisel, will return to Fairview in an organized movement lasting 3 days. Citizens will not be required to return to Fairview or even leave Twisel, however it is expected that citizens will be anxious to return. In any case, the organized support of the return operation is expected to last only the specified 3-day period.

The return will be accomplished primarily by private automobile in much the same manner as the relocation operation. Returning citizens will be encouraged to accept passengers, however, return by private automobile will be supplemented by mass transportation to the extent that such service is required.

Return routes will be pre-designated and equipped with traffic direction and control displays. Also, a number of enroute staging and rest areas will be established where mass transportation, refueling and minor automobile servicing will be available, as well as a public safety agency representative to assist motorists with various needs. Return routes will be 2-way paved roads which will remain open in both directions.

Refueling supplies will be provided within Twisel, as well as specified areas along the return route. Individuals will be given specific route assignments for their return to Fairview to aid in balancing the traffic load and fuel requirements along each route.

Protected automobiles and personal valuables will be returned to citizens with an adequate time period to allow them to begin their return trip within their scheduled departure time

INFORMATION DISSEMINATION

Citizens of Twisel will be notified that it is safe to return to Fairview and that a scheduled return is planned. Notification media will include

radio, television, and newspapers, as well as printed material such as leaf-lets. Specific return information will be provided directly to citizens in written form. Instructions or return route designations will be supplemented by radio and television broadcasts. Return movement printed information will be distributed to relocated citizens in two ways:

- a. Return movement information, including specific instructions and route designations will be printed and distributed by the local newspaper where one is in operation.
- b. Return movement information will also be distributed door-to-door by available workers.

Detailed return movement instructions will be organized according to the type of shelter accommodations within Twisel. That is, all citizens housed in temporary or inadequate shelters will be allowed to return first. Citizens in congregate care facilities next, etc., with citizens housed within private homes (assumed to be the most adequately housed and fed) returning last. The families of public safety agencies will remain within the City of Twisel until all other citizens have returned. This will provide public safety personnel with adequate knowledge that their families are well cared for during the period of time they must be assisting with the return operations.

RISK AREA RETURN

During the return operations, the City of Fairview will be populated incrementally as citizens return at different times due to the staggered departure schedule. Security patrols will be continued throughout the return period to insure that public and private property is protected. Returning citizens of Fairview whose homes may have been damaged by fire, burglary or other cause will be instructed as to what action to take and/or how to locate temporary housing within Fairview.

IV. ORGANIZATION IDENTIFICATION

This section discusses the crisis relocation management organization for typical Risk and Host Areas. Variations in this management organization may be expected to meet needs of local communities and cities.

The Defense Civil Preparedness Agency is a part of the United States Department of Defense and therefore comes under the direct control of the President of the United States, through the Secretary of Defense. Under the Defense Civil Preparedness Agency, the United States has been geographically subdivided into eight regions, each with a regional director. Within each region, Civil Preparedness Directors have been assigned to major populated areas. Figure 4-1 illustrates this organization.

The public safety organization is headed by a Public Safety Management and Coordination Representative who will report to the director of the relocation operation. This representative will be responsible for coordinating all public safety relocation functions.

The public safety organization is geographically divided into Risk and Host Areas. Each Area has a single management and coordination representative who will be responsible for public safety operations in that Area. This representative has functionally responsible fire protection and law enforcement representatives reporting to him. Individual agencies within each Area will report to their corresponding representative.

This organizational structure is not intended to change present organizations, authorize, or operating relationships; but to provide a mechanism for coordinating a complex, highly interrelated operation spreading over hundreds of miles and lasting many days. Furthermore, it is essential that routine procedures continue to be utilized to the extent possible so as to take advantage of current training and experience and preclude problems resulting from changes to new procedures. Figure 4-2 illustrates a

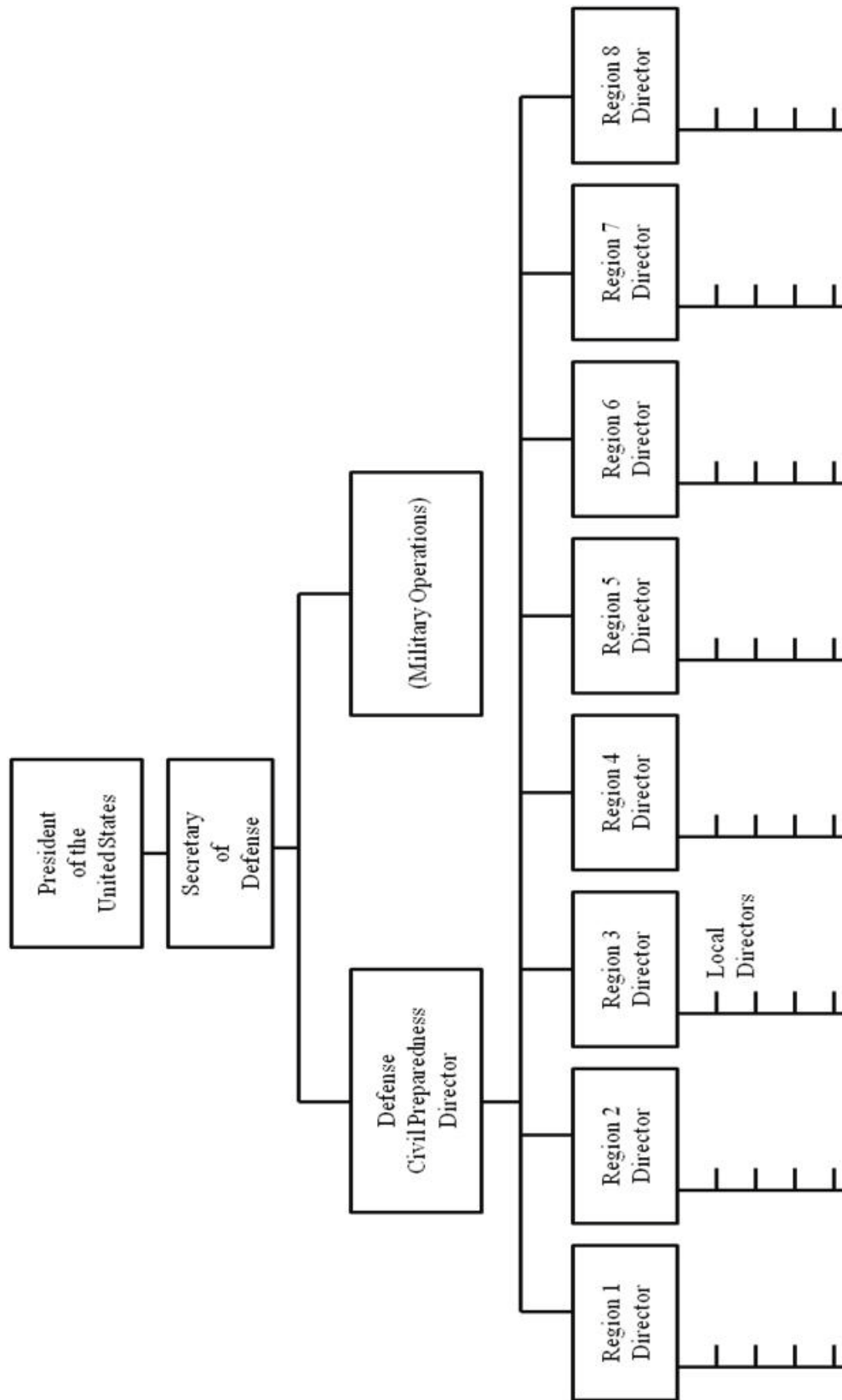


Figure 4-1. Defense Civil Preparedness Organization.

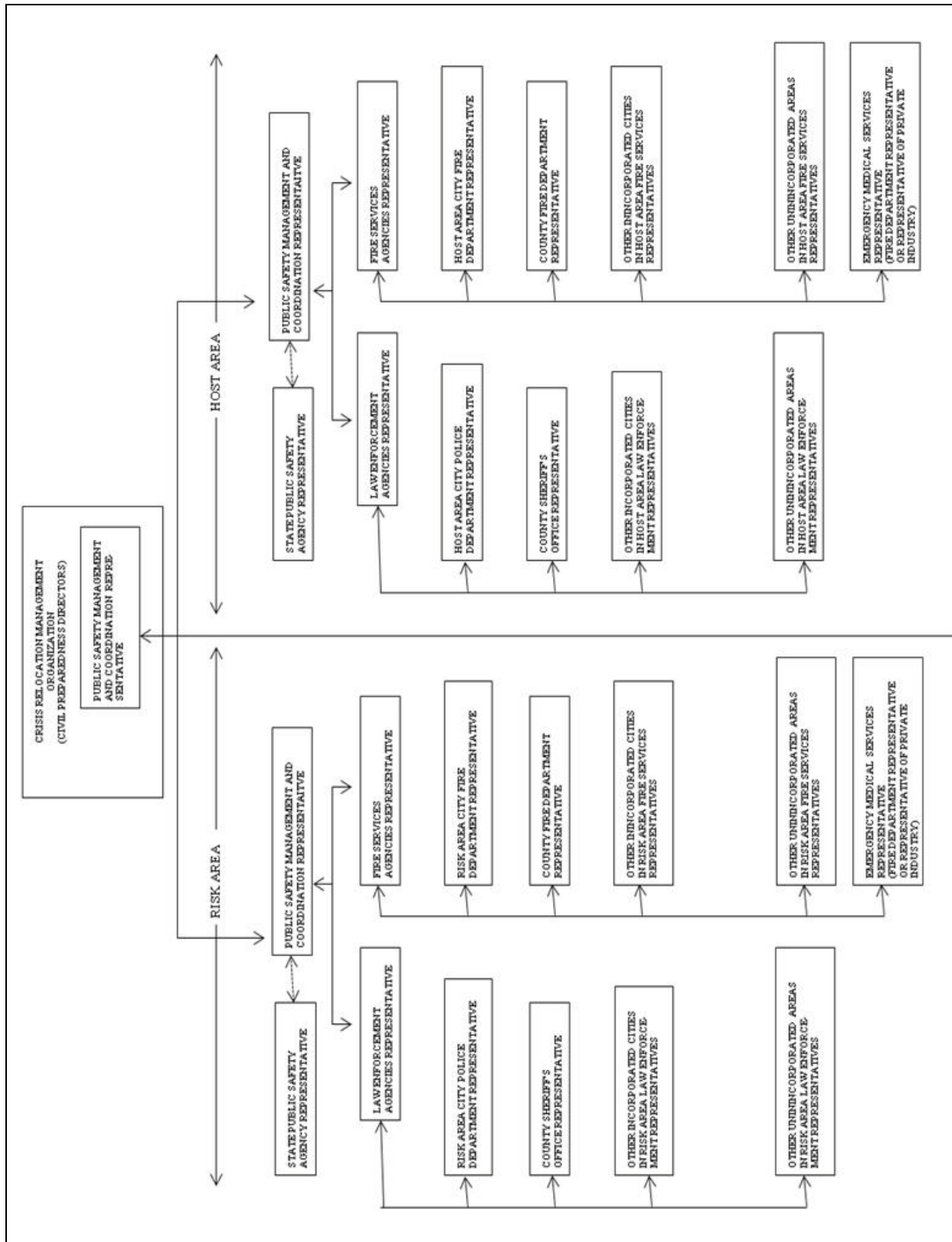


Figure 4-2.

typical public safety agency crisis relocation organization for a Risk and Host Area. It is recommended that local planners adopt an organizational plan that is similar in functional relationships to Figure 4-2, even though the agency titles or position titles may be different.

During the initial stages of developing the crisis relocation organization, close coordination with local Civil Preparedness Directors will be helpful. Local Directors will be able to provide basic DCPA information to the planning group. Examples of this information are:

- identification of notification procedures (through State and local governments).
- identification of the overall crisis relocation management organization.
- identification of Risk and Host Areas.
- identification of other required relocation planning functions.
- identification of general public safety functions.

Other information that is focused more on local activities and agencies must be provided by the management of each city in coordination with local public safety agencies.

Examples of information to be supplied at the local level include:

- identification of municipalities, agencies and industries in the described areas.
- identification of legal and jurisdictional requirements in each area.
- identification of special problems.

- identification of specific relocation functions, procedures, resources and management responsibilities.
- identification of the local relocation management organization.

Information from both Federal and local agencies, together with the prepared crisis relocation scenario, should be documented and coordinated with other local planning activities. This documented information should provide a basic picture of the local crisis relocation situation, including identification of the geographical area, and each participating organization. Planners should now be ready to begin establishing the data base required for detailed planning.

V. DATA COLLECTION

Much of the data required for relocation planning will be provided by DCPA. DCPA has identified all U.S. Risk Area cities and corresponding Host Areas. Relocation routes have been selected, traffic flow estimates prepared, and population data estimated for each Risk and Host Area.

Public safety agency planners will be responsible for detailed data collection as well as verification and updating of the basic DCPA calculations. This should be accomplished through coordination with other public safety officials and planners throughout the relocation areas.

Expected coordination activities include:

- Identification of public safety agencies throughout the relocation areas.
- Identification of public safety personnel who will coordinate and direct local relocation operations.
- Identification of resources.
- Verification of relocation routes and traffic flow data.
- Identification of environmental factors that may affect the relocation operation.

The team of individuals assigned to collect pertinent data should be relatively small (between two and five) so that they may operate efficiently and effectively. The data collection task should be started as soon as possible in that many of the planning activities are dependent upon the data. Additionally, this data collection effort should be responsible for contacting and coordinating all agencies in the associated Host Areas and enlisting public safety agency personnel who will participate in the planning activities.

The completion of the data collection and verification activities will be the first major milestone in preparing the crisis relocation plans, and will constitute the major portions of the field work.

VI. IDENTIFICATION OF FUNCTIONS

The remainder of this document is devoted to describing the step-by-step procedure recommended to identify and document the public safety crisis relocation activities. These activities have been described in terms of related operational procedures, resources, and management and coordination requirements. Each activity has been addressed in a separate section. The planning procedure utilized to identify and document these activities will consist of the following steps:

- a. Establish the "most probable" crisis relocation scenario.
- b. Analyze the scenario to identify police, fire and rescue-medical services functions.
- c. Establish the general procedure for accomplishing each function.
- d. Identify the resources that would be required to complete each function, using the procedures as guidelines.
- e. Identify the management and coordination responsibilities for supplying the organization and resources to complete each function.
- f. Prepare the plan documentation.
- g. Test the plan.

Examples of the crisis relocation scenarios were presented in Section III. This section discusses the analysis of these scenarios, and the identification of the related public safety functions.

The initial step in analyzing the scenario and establishing the public safety functions will be to establish the mission of each public safety agency. This "mission" should be based first on the legal jurisdiction

and responsibilities of each agency (as practiced in daily operations) and second, on those responsibilities that will result from the performance of the relocation functions. These relocation responsibilities should initially* be based upon subjective conclusions; based upon the planners' interpretations of the expected circumstances (situation and assumptions). The mission statements will provide the guidelines for identifying the functions for which each agency will be responsible, and determining whether each function is fundamental or ancillary.

Fundamental functions are those which are inherent to the charter of the agency; while ancillary functions are additional activities, specific to the relocation operation, performed by an agency if manpower is available.**

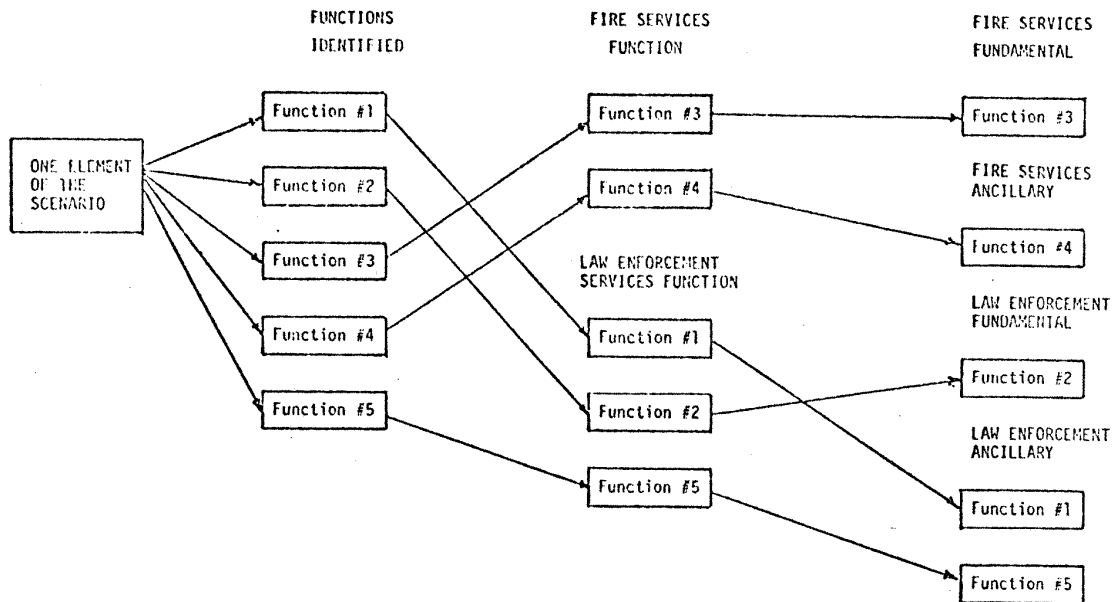
The prepared crisis relocation scenarios should now be analyzed and fundamental and ancillary functions identified for each agency. This process is illustrated in Figure 6-1. The process should continue through the entire scenario, and when completed, the identified functions should be decided and documented.

Planners should note that specific functions may be listed within both the fire and law enforcement sets. This will occur when a particular function (e.g., the distribution of relocation information) could be performed by either agency (or in cases, both agencies). In preparing these functions, special attention should be given to the general capabilities of each agency (e.g., the fire department capability to deliver water to a fire implies that they could carry water for other purposes).

* At the completion of the relocation planning effort the "mission" statement should be reviewed and revised if necessary.

**For example, a fundamental function of a fire department is the suppression of fire, while an ancillary function would be to assist the police department with traffic direction.

FUNCTION IDENTIFICATION PROCESS



FUNCTION IDENTIFICATION EXAMPLE

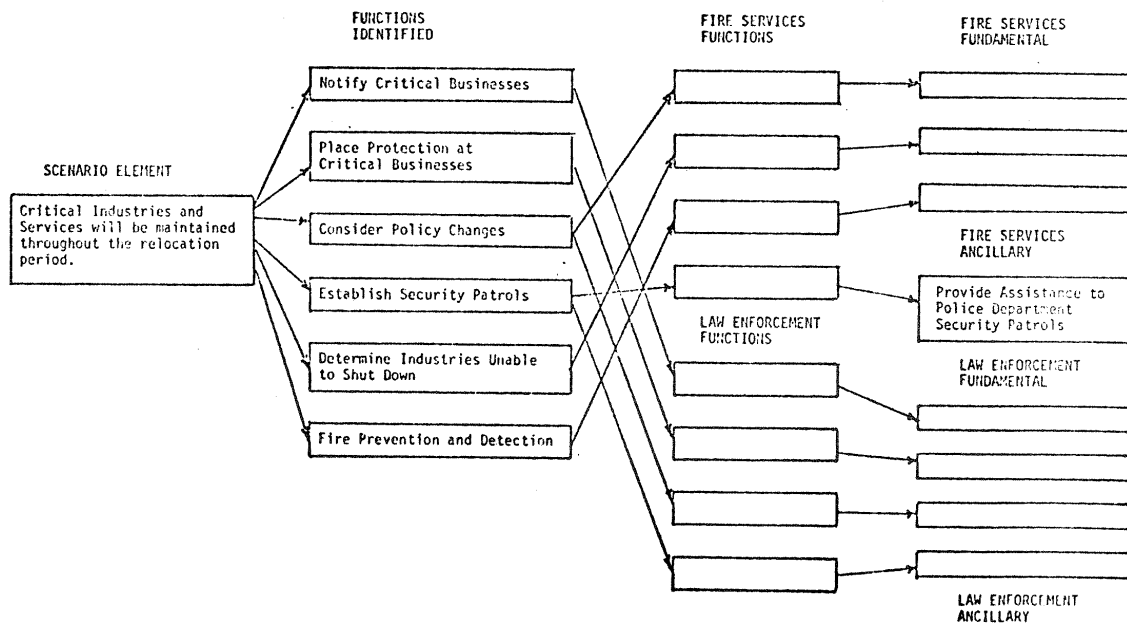


Figure 6.1. Function Identification Process.

Through an analysis of the scenarios presented in Section III, DCPA has identified a number of suggested functions to be performed during the initial crisis relocation planning effort. These functions are listed in Tables 6-1 through 6-9. These tables are provided to assist planners in the identification of potential crisis relocation functions for their agencies. Care should be taken to ensure that the final list of functions for any area represents local conditions and is not just a reproduction of these tables. The functions have been listed separately for the three time phases: Relocation, Attack, and Return. Each time phase listing includes: General Public Safety Functions (to be completed by law enforcement, fire protection, and rescue-medical agencies); specific Law Enforcement functions; and specific Fire Protection and Rescue-Medical functions.

Table 6-1. Examples of General Public Safety
Crisis Relocation Functions

- Establish Overall Public Safety Organization
- Receive Relocation Notification
- Retrieve Relocation Plan
- Relocation Plan Review
- Conduct a Coordination Meeting
- Notify Other Public Safety Agencies
- Notify Other Agencies
- Begin Internal Notification
- Plan the Relocation of the Families of Public Safety Personnel
- Relocate the Families of Public Safety Personnel
- Assign Personnel to 12-hour Shifts
- Make First Shift Assignments
- Arrange Additional Incoming Telephone Service
- Consider Policy Changes
- Logistical Support of Public Safety Resources
- Receive Host Area Public Safety Representatives
- Prepare Public Safety Portions of News Release
- Coordinate Risk and Host Area Agencies
- Send a Representative to Risk Area
- Coordinate Transportation Capabilities with Other Agencies
- Maintain Required Fuel Supplies

Table 6-2. Examples of Law Enforcement
Crisis Relocation Functions

FUNDAMENTAL

- Establish Security Patrols
- Support Staging Areas
- Notify Critical Business
- Place Protection at Critical Businesses
- Establish and Operate the Traffic Control Systems
- Provide for the Relocation/Utilization of Prisoners
- Assist Disabled Motorists
- Establish Personnel Pool
- Establish Automobile Protection Areas
- Confiscate Contraband
- Provide Assurance of Personal Property Protection
- Provide Storage for Valuables

ANCILLARY

- Assist in the Distribution of Relocation Informational Materials
- Continue Distribution of Relocation Informational Materials

Table 6-3. Examples of Fire and Rescue-Medical
Crisis Relocation Functions

FUNDAMENTAL

- Increase Rescue-Medical Services
- Provide Fire Suppression
- Initiate Fire Detection Patrols
- Establish a Fire Prevention Program
- Determine Equipment to be Moved to Host Area
- Maintain an Adequate Supply of Oxygen for Resuscitator Use
- Establish a Manpower Pool
- Identify Risk Area Industries to Remain in Operation
- Plan to Reduce Vulnerability of Fire Suppression Apparatus
- Support Staging Areas
- Provide Fire Protection to Motorists

ANCILLARY

- Assist Law Enforcement Agency with Traffic Control
- Assist in the Distribution of Printed Materials
- Continue Distribution of Crisis Relocation Information
- Evacuate Hospitals, Nursing homes, and Retirement Villas

Table 6-4. Examples of General Public Safety
Crisis Relocation Attack Condition functions

- Receive attack warning
- Assist in the distribution of attack warning
- Proceed to assigned shelter
- Support radiological monitoring
- Organize search and rescue parties
- Support Host Area damage assessment efforts
- Assist with efforts to establish communication links
- Provide public safety portions of all information for distribution
- Restrain individuals from returning to Risk Area
- Receive resettlement notification
- Review plans for resettlement operations
- Conduct a coordination meeting
- Assist in preparation of departure schedule
- Begin notification of public safety personnel
- Notify other agencies
- Make personnel assignments to support the resettlement movement
- Provide logistical support of public safety resources
- Coordinate transportation capabilities with other agencies

Table 6-5. Examples of Law Enforcement
Crisis Relocation Attack Condition Functions

FUNDAMENTAL

- Initiate actions to complete the general public safety attack conditions functions
- Maintain law enforcement
- Prepare law enforcement plans for support of resettlement
- Provide law enforcement services during resettlement
- Assist judicial system
- Maintain security patrols
- Establish and operate traffic control system
- Provide orderly check-out of automobiles
- Provide orderly return of valuables
- Establish a personnel reassignment policy

ANCILLARY

- Assist shelter managers as required
- Assist fire and rescue-medical services with emergency services
- Assist in the distribution of information

Table 6-6. Examples of Fire Protection and Rescue-Medical
Crisis Relocation Attack Condition Functions

FUNDAMENTAL

- Initiate actions to complete the general public safety attack condition functions
- Provide emergency fire and rescue-medical services
- Assist shelter managers to establish fire prevention and suppression practices within shelters
- Prepare fire and rescue-medical plans for support of resettlement
- Provide fire and rescue-medical services during resettlement
- Establish a personnel reassignment policy

ANCILLARY

- Assist shelter managers as required
- Assist health and medical care facilities with transporting patients
- Assist in the distribution of information

Table 6-7. Examples of General Public Safety
Crisis Relocation Return Condition Functions

- Receive return notification
- Retrieve and review return plan
- Conduct a coordination meeting
- Begin notification of public safety personnel
- Notify assisting agencies and industries
- Notify critical workers
- Make personnel assignments to Host and Risk areas
- Provide logistical support of public safety resources
- Coordinate Risk and Host area agencies
- Coordinate transportation capabilities with other agencies
- Prepare public safety portions of news release
- Maintain required fuel supplies
- Coordinate the return of families of public safety personnel

Table 6-8. Examples of Law Enforcement
Crisis Relocation Return Condition Functions

FUNDAMENTAL

- Initiate action to complete the general public safety return condition functions
- Provide law enforcement services
- Maintain security patrols
- Support staging areas
- Establish and operate the traffic control system
- Provide orderly check-out of personal automobiles
- Provide orderly return of valuables
- Provide for the return of prisoners
- Assist disabled motorists
- Establish personnel pool
- Provide assurance of Risk Area personal property protection
- Increase security patrols in Risk Area
- Establish policy to process Risk Area citizen complaints

ANCILLARY

- Assist in the distribution of printed materials and specific crisis relocation return information

Table 6-9. Examples of Fire Protection and Rescue-Medical
Crisis Relocation Return Condition Functions

FUNDAMENTAL

- Initiate actions to complete the general public safety return condition functions
- Provide emergency fire and rescue-medical services
- Provide fire protection to motorists
- Determine equipment return priority and make appropriate assignments
- Maintain an adequate supply of oxygen for resuscitator use
- Establish personnel pool
- Support staging areas
- Establish policy to process risk area fire damage inquires

ANCILLARY

- Assist law enforcement agencies with traffic control
- Assist in the distribution of printed materials and specific crisis relocation return information
- Assist in the return of patients to hospitals, and health care facilities

VII. IDENTIFICATION OF PROCEDURES

The next planning activity will be to develop a set of general operational procedures corresponding to each previously identified function. These procedures should be based upon the following crisis relocation objectives:

- a. effectively satisfying the objectives of the identified functions.
- b. achieving simplicity of operations to the degree possible without compromising overall objectives.
- c. simplifying the special training required for public safety personnel
- d. minimizing inter-agency coordination requirements.
- e. minimizing the resources required to support the operation.
- f. allowing some latitude for "specifics" regarding how the job will get done.
- g. close correlation with present agency procedures and practices.

The procedures should be established through careful examination of each function, a review of department policy, a check to see that the above objectives are satisfied, and a review by agency personnel. This process is illustrated in Figure 6-2.

The crisis relocation procedures are not intended to change present organizations, authorities, or operating relationships; but to provide a mechanism for coordinating a complex, highly interrelated operation spreading over hundreds of miles and lasting many days. It is essential that routine procedures continue to be utilized to the extent possible so as to



Figure 6-2. Procedure Identification.

take advantage of current training and experience and preclude problems resulting from changes in operational procedures.

The documentation of identified procedures should be completed before continuing to the next planning task (Identification of Resources). The procedures listed in this guide should serve as an adequate example of the documentation process.

VIII. IDENTIFICATION OF RESOURCES

The identification of resources* required for support of a crisis relocation operation should be accomplished by careful review of the procedures established during the previous activity (Identification of Procedures). The resource information developed for each function and the corresponding procedures should consider:

- a. type(s) of resource required
- b. quantity of resource required
- c. locations at which the resource will be required
- d. potential sources for obtaining the resource
- e. logistics factors (e.g., compensation, transportation).

In some instances, resources may not be required to accomplish a particular function (e.g., make department policy decisions). Also, planners should not be constrained by current resources required to complete that function, therefore the function cannot be accomplished). Where resources are required, and none exist, a resource "need" has been identified, and City administrators must be called upon to decide whether or not to supply the required resource.

Potential external sources for resources should be considered. Typical sources of additional public safety resources include:

- civilian, military personnel and associated equipment (i.e., those resources not mobilized for the emergency).
- commercial and industrial firms (many larger than the public safety agencies themselves).

*Resources include: personnel, vehicles, equipment, supplies, etc.

- citizen organizations (e.g., Red Cross, Boy Scouts, Recreational Vehicle Clubs, amateur radio groups, search and rescue organizations, service organizations, etc.).
- Other governmental agencies.

A final resource requirements list should be documented. This list should correlate the identified resources with the functions identified earlier in the planning process.

Documentation of resource needs should be accomplished within the Crisis Relocation Plan. The actual assignment of resources must be accomplished immediately before the initiation of the crisis relocation operation. A preliminary estimate of resource requirements should be made during the planning process. Figure 8-1 is included as a sample matrix.

AGENCY:	RISK AREA														HOST AREA													
	PERSONNEL							EQUIPMENT							PERSONNEL							EQUIPMENT						
	Firefighters	Administrative	Administrative Support	Dispatchers	Volunteer	Fire Prevention	Equipment Mechanic	Engines	Snorkel	Aerial	Brush Patrol	Rescue Ambulance	Automobile	Jeep	Firefighters	Administrative	Administrative Support	Dispatchers	Volunteer	Fire Prevention	Equipment Mechanic	Engines	Snorkel	Aerial	Brush Patrol	Rescue Ambulance	Automobile	Jeep
GENERAL																												
• Receive Relocation Notification																												
• Retrieve Relocation Plan																												
• Relocation Plan Review																												
• Conduct a Coordination Meeting																												
• Notify Other Public Safety Agencies																												
• Notify Other Agency																												
• Begin Internal Notification																												
• Plan the Relocation of the Families of Public Safety Personnel																												
• Relocate the Families of Public Safety Personnel																												
• Assign Personnel to 12-hour Shifts																												
• Make First Shift Assignments																												
• Arrange Additional Incoming Telephone Service																												
• Consider Policy Changes																												
• Logistical Support of Public Safety																												
• Receive Host and Risk Public Safety Representative																												
• Prepare Public Safety Portions of News Release																												
• Coordinate Risk and Host Areas																												
• Coordinate Transportation Capabilities with Other Agencies																												
• Maintain Required Fuel Supplies																												
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• Establish a Fire Prevention Program																												
• Determine Equipment to be Moved to Host Area																												
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• Establish a Manpower Pool																												
• Identify Risk Area Industries to Remain in Operation																												
• Plan to Reduce Vulnerability of Fire Suppression Apparatus																												
• Support Staging Areas																												
• Provide Fire Protection to Motorists																												

Figure 8-1. Sample Resource Allocation Matrix

IX. IDENTIFYING THE MANAGEMENT ORGANIZATION

The public safety management organization is a part of an overall crisis relocation management organization within each community. Each public safety agency must provide an input to the preparation of the overall relocation management organization. The skeleton organization should follow the guidelines presented in Figure 9-1.

An initial understanding of the management effort can be realized by consideration of:

- the probable magnitude of the expected management activity.
- the personal tensions that are likely to prevail (among both citizen and public safety personnel groups).
- the quantity of resources to be managed (e.g., regular, reserve, auxiliary, and cooperating public safety personnel will be on duty at the same time).
- the multitude of agencies and jurisdictions involved (e.g., Risk Area police, fire, rescue-medical services, sheriff, state patrol; Host Area police...; Host Area... etc.
- procedures that will be unfamiliar to citizens and public safety personnel.

The management responsibilities should be established using the results of all three of the other documented planning activities:

- a. functions
- b. procedures
- c. resource requirements

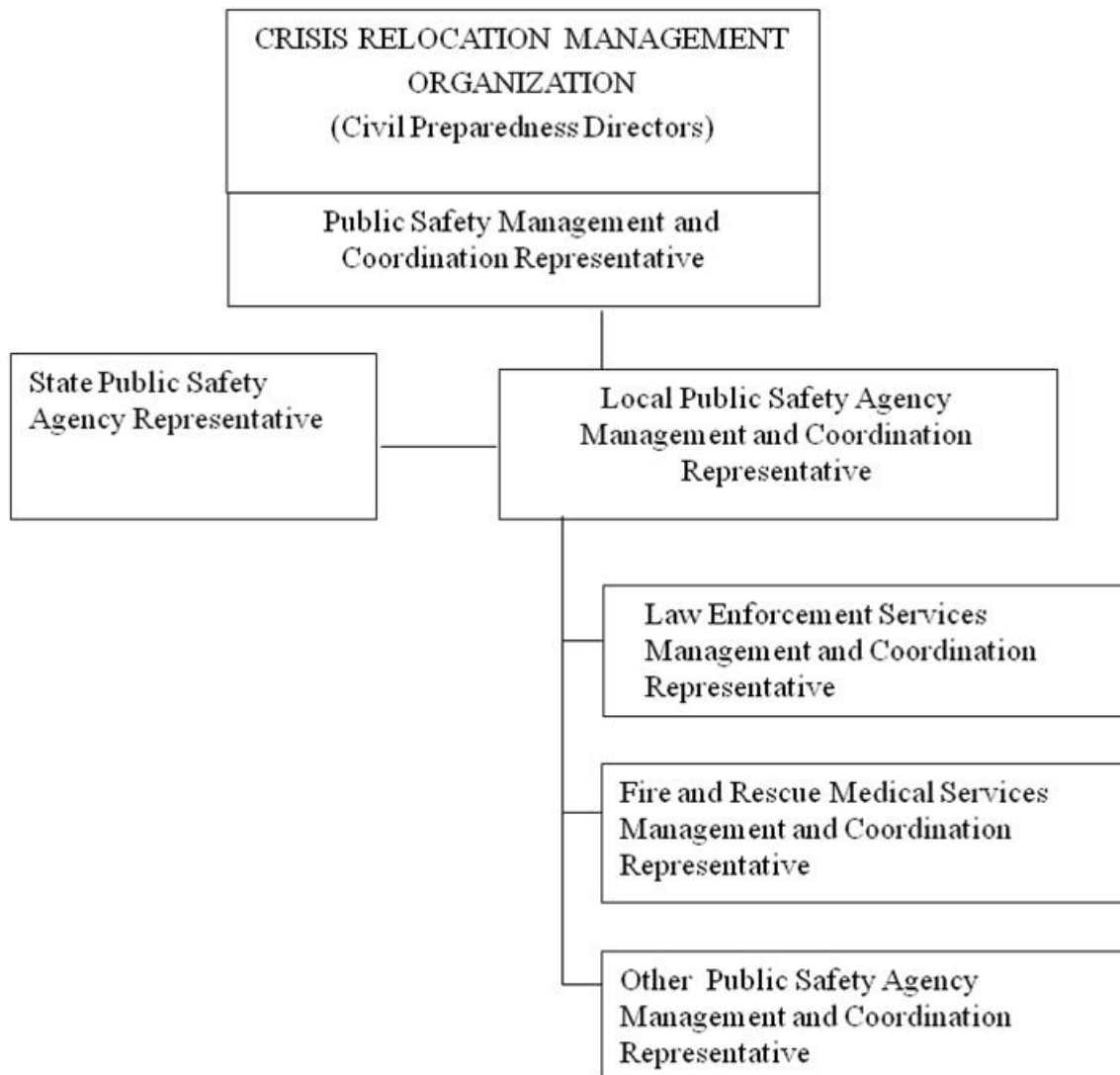


Figure 9-1. Crisis Relocation Organization.

These documents should be analyzed to identify operational areas where management and coordination are required. The development of these responsibilities will require careful consideration to recognize agency differences in:

- a. terminology
- b. interpretation of laws, and differences in laws between areas
- c. personnel training and experience
- d. designations of field units (e.g., two agencies may have units with identical designations)
- e. lines of command and authority
- f. lines of information transfer
- g. record keeping requirements
- h. logistics

The public safety management and coordination efforts must be concerned with maintaining a viable organization that can respond to fundamental law enforcement, rescue-medical, and fire protection needs as well as the additional demands that will occur throughout the crisis relocation operation. During the relocation operation the routine processes of society will be interrupted and public safety services will most likely experience unusual demands. The management organization must be responsible for anticipating such demands; preparing public safety personnel to meet them; and remaining flexible enough to respond to the unexpected.

A single management and coordination effort is recommended to ensure that public safety activities are jointly planned, coordinated, and executed (where appropriate). The majority of the activities of the various public safety agencies is highly inter-related, and frequently involves the sharing of resources. An overall organizational structure incorporating all agencies

and activities can greatly improve the effectiveness and efficiency of the public safety support of a crisis relocation operation.

The functions (and corresponding management and coordination tasks) that must be completed during the actual crisis relocation operation are listed and discussed in Section VI. The preparatory functions are somewhat different in nature and will primarily be completed by the crisis relocation management and coordination team. Suggested preparatory functions are listed in Table 9-1. Preparatory functions are general in nature and basically common to all public safety agencies. These functions primarily consist of planning and readiness activities.

The completed documentation of management responsibilities should be combined with the functions, procedures, and resource requirement documents.

Table 9-1. Preparatory Crisis Relocation Functions

- | | |
|----|---|
| a. | General pre-planning function -- the preparation of the public safety annexes to the community's crisis relocation plan, including the establishment of the overall public safety relocation organization and the specific organizations for the individual public safety agencies. |
| b. | Assessment function -- the continual review of the requirements for, and availability of, resources needed for a relocation operation and the corresponding updating of plans. Also, this function includes day-to-day assessment of public safety situation within the community. |
| c. | Information management functions -- the collection, indexing, and storage of information needed in case of a crisis relocation (e.g., list of critical industries). |
| d. | Policy functions -- establish policies regarding the implementation and enforcement of public safety regulations, and procedures during the relocation period. |
| e. | Organizational functions -- maintain a dormant but viable relocation organization (as established in (a) above) with current definitions of legal responsibilities and authorities. |
| f. | Communications functions -- establish the fundamental crisis relocation communications system and ensure that the system is maintained in an operational state. |
| g. | Coordination functions -- coordinate all of the preparatory functions to ensure that they are successfully accomplished on a timely basis. |
| h. | Reporting functions -- establish and maintain a public safety reporting system so as to provide the information needed to document the relocation operation. |

X. TESTING THE PLAN

The public safety Crisis Relocation planning activities should now be complete. The accumulated documentation should be combined in a format similar to Volume I of this report. More specific information may be incorporated depending upon local decisions or policy.

The completed plans must be reviewed by all public safety agency personnel prior to submission to the involved governments, where it should be reviewed and coordinated with other agencies that have also prepared relocation plans. These completed plans will also be reviewed by the local Defense Civil Preparedness Director to ensure alignment with overall DCPA objectives.

These actions should result in an APPROVED crisis relocation plan. The approved plan should be tested for validity. Testing the plan may be accomplished through:

- a. identification of participants in the relocation operation.
- b. a simple internal notification process conducted by each public safety agency to ensure adequate communication links.
- c. a City wide "notification" as above (b).
- d. an area "notification" throughout the Risk and Host Areas, as above (b).
- e. a simulation exercise of management and coordination (Preparatory) responsibilities, increasing in participation from department only to all agencies in the relocation area, as above (b through d).
- f. a simulation exercise to examine the interactions of all involved agencies (with or without mobilization of resources).

This information derived during even a simplified test will likely result in some changes. The incorporation of these changes will allow the planning personnel to exercise the revision techniques to be used in the future.

These revisions techniques should be documented, and planners should recommend a regular (yearly) review and revision schedule. This revision process should include established procedures for revising the documentation, and provide techniques for involving the entire relocation organization in the regular review process.